**National Institute for Health and Care Excellence**

Executive Team

# Minutes of the meeting held on 8 February 2022

## Present

Sam Roberts Chief Executive

Paul Chrisp Director, Centre for Guidelines

Nicole Gee Interim Chief People Officer

Jane Gizbert Director, Communications

Felix Greaves Director, Science, Evidence and Analytics

Jennifer Howells Director, Finance, Strategy and Transformation

Judith Richardson Acting Director, Health and Social Care

Alexia Tonnel Director, Digital, Information and Technology

## In attendance

Gail Allsopp Interim Chief Medical Officer

Jeanette Kusel Director, Scientific Advice

Jonathan Waghorne Chief of Staff

David Coombs Associate Director, Corporate Office (item 6)

Boryana Stambolova Deputy Director, Finance, Strategy and Commercial (items 8.1 and 8.2)

Martin Davison Associate Director, Finance (item 8.1)

Nick Crabb Programme Director, Scientific Affairs (item 8.3)

James Love-Koh Scientific Adviser, Science, Evidence and Analytics (item 8.3)

Kendall Jamieson Gilmore Associate Director, Strategy (item 8.4)

Swapna Mistry Strategy Manager (item 8.4)

Katie Holden Assistant Strategy Manager (item 8.4)

Danielle Mason Associate Director, Communications - Brand and Marketing (item 8.5)

Elaine Repton Corporate Governance and Risk Manager (minutes)

**Apologies for absence (item 1)**

1. Apologies for absence were received from Meindert Boysen who was represented by Jeanette Kusel.

## Declarations of interest (item 2)

1. The previously declared interests were noted.

## Notes of the previous meeting (item 3.1)

1. The minutes of the meeting held on 1 February 2022 were agreed as a correct record.

## Matters arising (item 3.2)

1. The actions from the meeting held on 1 February 2022 were noted as complete or in hand.
2. Following nominations for members of ET to become sponsors of the staff EDI networks, ET agreed the sponsors would be:

* Alexia Tonnel and Judith Richardson to join the NICE and Proud Network.
* Gail Allsopp to join the Disability Advocacy and Wellbeing Network (DAWN).
* Nicole Gee to join the Race Equality Network (REN).

1. Jonathan Waghorne confirmed he will ask for further volunteers from the Senior Leaders Forum.
2. Judith Richardson and Felix Greaves agreed to discuss the approach for a further paper on health inequalities for the private board session in March considering how far NICE’s role should extend, in addition to the NICE Listens paper in the public meeting.
3. ET discussed progress with staff returning to the office. An all-staff communication was published last week reminding staff of the ‘heads up, heads down, heads together’ pilot which has been re-instated since the Government restrictions were lifted. This had prompted many questions at the all-staff meeting. The HR team was asked to circulate an updated FAQ to all staff advising of the pilot until the end of March, after which the policy on hybrid working will be clearer.

**ACTION: NG**

1. Directors were asked to engage with their teams to continue promoting returning to the office, and it was agreed that a standing item be included on ET agendas every two weeks until the end of March to discuss progress and any issues.

**ACTION: ER**

## ‘Heads Up’ items (item 4)

1. ET noted a list of guidelines in development which has been produced to highlight current issues for Sam Roberts’ information as she begins her introductory meetings internally and externally. ET agreed that a ‘forward look of issues’ would be useful to maintain. Jon Waghorne offered to keep a list updated for review at ET on a monthly basis. Directors were requested to send any emerging issues which they thought would be useful to share, to Jonathan Waghorne for collation.

**ACTION: All/JW**

## Hot topics (item 5)

**Skills mapping** – Nicole Gee advised that there have been requests for the skills mapping output to be shared with staff and sought ET’s views. It was agreed that the report from Deloitte could be shared subject to the supporting narrative explaining the rationale for the work, recognising that work is already underway to address some skills gaps identified, and being clear that some areas need additional capacity to that which is already in place to support future growth. In terms of next steps, a paper with explanatory notes will be shared with the Board.

**ACTION: NG**

**National Clinical Audits Patients’ Outcomes Programme (NCAPOP)** – ET was asked to consider whether NICE should bid for the NCAPOP contract which is due to be advertised by NHSE in the Spring for commencement from April 2023. The contract specification has not yet been issued but it was expected to include options to bid for part or all of the contract.

Directors were generally in support of NICE making a bid as the work would help to better understand the impact of NICE guidance. It was agreed to raise the opportunity with the Board on 10 February to get initial soundings as to whether the board was supportive, and if so, to request Judith Richardson, Felix Greaves, Jennifer Howells and Alexia Tonnel to bring a proposal to ET in the coming weeks to develop a plan for responding to the invitation to tender.

**ACTION: JR/FG/JH/AT**

## February Board strategy meeting (item 6)

The agenda and arrangements for the February board strategy meeting were discussed. It was agreed to advise the chairman that additional time was requested for the portfolio appraisal paper and less time on the TA reporting. David Coombs was asked to seek the chairman’s view. Nicole Gee offered that the timeslot for the culture paper could be shortened if need be.

**ACTION: DC**

## Items for decision (item 7)

None.

## Strategic items (item 8)

## Finance update (item 8.1)

1. Martin Davison joined the meeting to give an update on NICE’s response back to the DHSC following receipt of the 2022/23 business planning commission. ET noted that if the final settlement is flat cash for 2022/23, there will still be a budget deficit which will require savings to be identified or additional income generated in the next few months to bridge the budget gap. Additionally, if the bid for funding from the OLS was unsuccessful, there will need to be a review of which BP objectives can still be achieved with very limited or no additional financial resource, and which objectives and pressures should be prioritised if some budget can be made available.

## Prioritising NICE’s activities (item 8.2)

1. Following discussion of the challenging financial position for 2022/23, ET considered a framework and process for prioritising business activities which will ensure that NICE focuses on the areas where it has the biggest impact and adds the greatest value. It was agreed that step one would be to identify the following:
2. The activities that are statutory functions or critical to NICE’s core purpose and the ‘have to dos’ in response to changes in the system eg evaluation of digital technologies
3. The historic activities that are no longer central to NICE’s core purpose, therefore the capacity could be freed up to do other things
4. Meetings and working practices that could be done differently or stopped
5. The activities that are now commissioned by others, would be better undertaken by a partner or outsourced to another organisation.
6. It was agreed that a comprehensive list of all activities be produced and assessed against the above categories, and from this to identify a list of critical activities which can then be prioritised. The strategy team is taking this forward, with an update to be shared at ET next week, followed by a full discussion w/c 21st February.

**ACTION: JH/KJG**

## Wider societal perspectives (item 8.3)

1. ET reviewed an options paper following a commission from the board to consider whether NICE should adopt a wider ‘societal’ perspective in its assessments that includes a broader range of costs and outcomes, such as improved economic productivity or educational performance.
2. It was agreed to present the paper to the board’s private session in March. Nick Crabb was asked to remove option three and to combine options one and two into a single option one, with a new option two being to maintain the status quo where societal perspectives are already taken into account in certain relevant cases.

**ACTION: NC/JLK**

## Indicators for measuring delivery of NICE’s strategy (item 8.4)

1. Kendall Jamieson Gilmore proposed a set of indicators and accompanying data for measuring delivery of NICE’s strategy. ET welcomed the paper and highlighted the need to ensure the strategy indicators reflected the organisational priorities for 2022/23, and to consider how the strategic indicators could be presented alongside operational measures. It was agreed that the strategy reporting be paused and revisited later in 2022 to enable alignment with these additional areas of focus.

**ACTION: KJG**

**Communications strategy (item 8.5)**

1. Jane Gizbert presented a draft new communications strategy setting out how her teams intend to continue to promote the ambitions of the NICE 5-year strategy, including raising the profile of NICE’s brand and strengthening our reputation through well-planned, insight-led communications.
2. ET noted that the communications directorate plans to adapt its ways of working in the future to deliver these ambitions and aims to move away from over reliance on a tactical to a more planned and strategic approach, meaning there will be greater collaboration with other directorates for early involvement in key strategic work.
3. Jane requested feedback from ET on slides 14 and 15 in the pack to confirm whether NICE’s audiences were all captured and whether the roles audiences fulfil were correct.

**ACTION: All**

## Guideline development centre transfer (item 8.6)

1. The transfer project was progressing well with no concerns raised.

## Review of the meeting (item 9)

1. No comments.

## Other business (item 10)

There were no further items of business.